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# THE EXPORT SALESMAN

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By  
PAUL R. MAHONY

*Foreign Department, Remington Typewriter Company*


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Being the Sixth  
Unit of a Course  
in Foreign Trade  
Edward Ewing Pratt

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# Course in Foreign Trade

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Edward Leonard Bächer - *Secretary*


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*The text of the course is issued in twelve units as follows:*

TITLE	AUTHOR
I. Economics of World Trade . . . . .	O. P. Austin
II. The World's Markets . . . . .	Edward Neville Vose
III. Export Policies . . . . .	{ P. B. Kennedy E. C. Porter
IV. Export Houses . . . . .	{ John F. Fowler C. A. Richards Henry A. Talbot
V. Direct Exporting . . . . .	Walter F. Wyman
VI. The Export Salesman . . . . .	Paul R. Mahony
VII. Shipping . . . . .	{ Emory R. Johnson Grover G. Huebner
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XI. Importing . . . . .	Carl W. Stern
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## Salesmanship Abroad

**F**OREIGN trade—like all trade—is a meeting of minds.

In domestic trade the American manufacturer's mind and the American customer's mind must be brought to mutual agreement. The American salesman has proved himself the best medium by which that agreement can be accomplished. The task is purely an American task, and the solution of it—a science in itself—has been evolved by American methods.

In foreign trade there must be a meeting, not of minds having a common basis of understanding, but of an American mind with a foreign mind. It may be a Brazilian mind, it may be a Chinese mind, it may be one of several European minds. Here is a task calling for an individual of higher caliber; here is a demand for a man who possesses qualities transcending those of the domestic salesman.

What are the requisites of the men upon whom so much depends in the success of our overseas ventures? With what weapons must they be armed? What manner of men must they be to stand, creditably, as the representatives of American business?

The answer will be found in a study of the conditions under which the salesman must work, the problems he must solve, the people he must convince.





## I

### The Salesman's Place in Foreign Trade

**A**DVERTISING is the printed word, correspondence the written word, and the sample the concrete fact. On this basis we have discussed selling weapons in the preceding Unit of the Course, and have seen how each strives with more or less success to carry the manufacturer's message to the customer overseas. There is one selling force left—the salesman—the spoken word.

In this Unit the vital importance of the spoken word in foreign trade will be considered. After all, the export salesman—adding the human touch of his own personality to his selling appeal; explaining on the spot the article which he holds before his customer's eyes; meeting the buyer's objections the moment they arise; having at his command the whole gamut of selling approaches and clinching arguments; analyzing his prospect by what he says and by how he acts; dining him, even flattering him—the salesman—if he is a capable salesman—is wielding a selling force of greater power than can ever be at-

tained by any of the other means. There is no chapter in the history of foreign trade development that does not attest the truth of this statement.

In fact in the long record of international trade, the salesman enjoys the distinction of being the best selling force, as he was the first. From the first transaction, when man went out to sell to his neighbor what his neighbor was not quite sure he wanted, through the successive eras of the Phœnicians, the Venetians and the traders of western Europe down to the present day, history has paid tribute to the importance of the personal element in bringing orders from the countries across the seas.

A writer of considerable prominence, in a recent work on foreign trade development, has deprecated the necessity of employing traveling men for the pioneer work in foreign markets. He writes:

*Traveling Salesmen  
and Pioneer Work*

We are constantly hearing a great deal about the necessity for American manufacturers to send out their own traveling men to foreign markets, that otherwise it is impossible to get any business from them. No one yet has instanced an example in proof of the statement. No such instance can be pointed to, for it does not exist. Foreign travelers are sent out by any concern only after it has been definitely proven that sufficiently remunerative markets exist to justify such a course.

I wish to take issue with this underlying theory of "Don't go near the water until you know how to swim." There is one thing that has been impressed upon me by many years of experience with the general exporter and the manufacturer, as correspondent, traveler and sales organizer. That is, that in most lines the endeavor to drum up foreign business by correspondence or by other long-range methods, is either a loss of time, labor and money, or at least not "sufficiently remunerative." My mind goes back to sheaves of carefully worded series of follow-up letters, accompanied by really good specifications and catalogs "in the language of the country," most of which were productive of nothing or next to nothing—unless it might be that they educated the prospect up to a "proper appreciation" of the possibilities of similar lines later offered to him by a wide-awake traveler on the ground.

Not that I underestimate the value of export trade letters, in their proper place. On the contrary, I attach the greatest importance to well-conducted correspondence but my experience has convinced me that its greatest value has been in following and further developing business once started through personal touch, rather than as a means of breaking into a market.



Mr. Alba B. Johnson, president of the Baldwin Locomotive Works, has said:

There is no essential difference between increasing business in St. Louis and increasing it in Rio or Buenos Aires, and there will be no more difficulty in doing so if the same care and efforts are devoted to it.

Nearly all qualified foreign trade men will give their indorsement to the opinion of this prominent exponent of trade development.

*Personal Selling  
at Home and  
Abroad*

Let us see then what it is that constitutes the care and efforts devoted to increasing domestic business.

Let us assume that a manufacturer in Detroit has reached the point where he has decided that he must get some of the business in St. Louis. What does he do? Does he put some advertisements in the St. Louis papers and write to some of the St. Louis houses that he believes he might interest in his line? He might do this, and he might even start some business in this way; but more likely either he or a qualified representative with knowledge of the line and authority to act for him will visit St. Louis. He will study the market there on the ground, learn who is who and what is what. He will be able to get some concrete idea of the possibilities of the market,

and, if he is a real salesman, he will make connections and start the business.

The situation in Rio or Buenos Aires differs only in the matter of miles and of minor details. The principle is the same: Personal investigation on the spot is the only way to accomplish the maximum results. To be sure, there are out-of-the-way spots where business does not warrant the large outlay of money that the sending of a traveling salesman would entail. But these are the barren spots in the world's commercial field; they are the places that because of the very meagerness of their trade possibilities have been neglected by all traveling men; they are the outskirts of world commerce. In the important places, the prize markets of the world, the manufacturer must expect and he must be ready to meet the competition of trained salesmen pushing the interests of their principals.

It is the salesman on the spot who can "size-up" the situation with a quickness and an accuracy that even the local agent cannot approximate. There is the example of two American salesmen who sold a large consignment of cheap American watches in one of the larger cities of British India. A year later the same salesmen reached their customer, found the watches still unsold, and the dealer bemoaning the amount

*Sizing-up  
the Situation*

of capital he had tied up in the stock. The reason for the dilemma was as simple as it was ridiculous. The natives of that district had no jackets and hence no pockets in which to carry the watches. It took but a moment's glance at conditions for the salesman to decide to stand the cost of the cheap cotton garments needed to get the watches into the trade. The same dealer today tells with pride of the cleverness of the American watch salesman who built up his flourishing business for him. No amount of advertising, no amount of sampling, and no amount of correspondence could have awakened in the Hindu's mind the original idea that was needed to initiate the business. Nor could correspondence have told the manufacturer what the trouble was.

The salesman is primarily a student of local conditions and in this capacity, as trade investigator and critic, he performs a service that is beyond the scope of the letter-writer in the home office. In this capacity he lays an invaluable foundation for the manufacturer's future trade, whether he shows a profit on the initial trip or not.

In the foreign business, covering a larger territory and involving larger outlays, the traveling salesman must be a man of higher caliber than the salesman in domestic trade. It is when we consider him as a student of



conditions, a judge of credit, a sales-organizer as well as a sales-getter, that we can realize how important he can be in accomplishing the pioneer work of the manufacturer's campaign. The shoe salesman who goes to Manila must not stop with the report of his discovery that the popular shoe for men is a woman's shoe built on a man's last. He has much more to do than to report on the size of the native's foot. He must plan out how his goods are to be distributed from the main city; whether the establishment of American branch stores in the city requires a branch of his firm in the Philippines; how he is to provide for the financing of his orders; and through whom he can best keep in touch with the changing conditions in the shoe trade of the islands. These are but a few of the things that the salesman with an active mind and his firm's interests at heart will take pains to include in his reports to his head office. It is this capacity in the salesman that negatives the statement that his services are to be called into action only when the field has been proved to be fruitful. In foreign trade the salesman is more than a peddler of a manufacturer's commodities; he is the manufacturer's commercial attaché.

But there is one consideration that must not be forgotten in trying to determine the sales-

man's place in foreign trade. His place should not be considered one of majestic isolation. Recently a manufacturer was heard to remark: "Well my troubles about that country are over. I've got a new salesman, he's a hustler and that part of the world is off my mind!" The salesman will have enough

*Backing Up  
the Salesman*

minor worries at all times to deserve all of the active support the manufacturer can give him. He must not be left to "go it alone" and be judged on the results that he shows. He is but one of the units in the campaign; he should have advertising to prepare his way, correspondence to introduce him, correspondence to give permanence to his achievements after he has left the foreign market; and the backing of the manufacturer when he signs agreements, makes recommendations or closes orders.

Less than a year ago a salesman of a St. Louis house while crossing the Pacific met a wealthy Chinese merchant from Soerabaya, Java. The Dutch East Indies were not included in the salesman's itinerary; to visit the island would mean the disarrangement of his entire trip, but on the strength of orders promised by the Oriental trader, the salesman cabled his firm. The firm backed him up—a procedure on its part which not only elicited enthusiastic response from the sales-

man, but brought a very appreciable order, and the introduction of its goods into a new market.

There is a story told by a South American export salesman, that illustrates how essential to the salesman's success is the cooperation of the home house. It will show what is meant by isolation. The salesman says:

"Only my fellow travelers in foreign lands who have learned geography by going there realize the feeling of utter helplessness which comes over a salesman when his hands are tied hard and fast by his house and a big order hinges on some slight deviation from instructions.

*What One  
Salesman Experienced*

"I've stood first on one foot and then on the other in so many countries in just such situations that the sensation no longer links itself in my memory with any particular place or tongue.

"Here's the kind of thing I mean. In 1898 I was selling from Para, Brazil, to Guayaquil, Ecuador, eight carefully selected lines which especially appealed to the drug trade. One of these firms I represented made an excellent line of perfumes and toilet waters. My first trouble came over an order I took in Pernambuco when I specified that a certain expensive full bloom rose be packed in grosses in wooden

boxes instead of in dozens in counter display boxes as listed.

"When I got to Montevideo I learned that this item had been cancelled and that as the letter read 'we must repeat our instructions and lay down a hard and fast rule that the specifications in our '97 catalog are to be followed in every instance. Without a doubt if you had borne our wishes in mind you could have sold the item in question in regular dozen packing.'

"I won't quote the rest. It read well but the fact remained that that order had hinged on my figuring out that the only way the Pernambuco firm could buy our line cheaper than from France was by the special packing required, as it kept down the duty in two distinct ways by avoiding, in a perfectly legitimate manner, a tariff clause on 'their immediate receptacles plus any cartons or boxes not a part of necessary protection in transit' and one regarding 'lithographed cartons whether or not containing salable products.'

"I don't mind confessing that it cut mighty deep to work that out at night from the Portuguese by a cheap hand-lamp (the hotels were in quarantine just then and I slept—or tried to—in a sanitarium) and then have some one in the home office on the ground of 'policy' turn down a less expensive packing and a \$400



order just to teach me a lesson in selling goods.

"I suppose I ought to have cabled my resignation, so far as that line went, right there, but the line was A1, good to look at and it gave full value for the price. Every combination salesman knows the value of such a line for reorders later, so I swallowed hard and acknowledged the letter.

"I won't mention the name of the biggest and best wholesale drug firm in Buenos. It's the one that the manufacturing chemists in all parts of the world want on their list *first*.

"It just chanced that I was 'in right' with their specialty buyer—an American who also used to sell office supplies till he married the daughter of the president of the Buenos firm and settled down in Argentina.

*Why One Salesman  
Resigned*

"After a game of billiards at the Commercial, we went to my rooms and opened up my perfume sample trunk. The line was certainly a beauty and I sold several dozen items without removing the bottles from their blue velvet compartments.

"Then, of course, he began to pick and choose and the items came one by one.

"Finally he held a bottle in each hand and turned to me, 'John, here's something I can sell. This wistaria, only with the fan stopper on this arbutus.'

"Inwardly I felt as though an elevator had stopped too quickly.

" 'Why, that would be a rather peculiar combination. Don't you think the other is better balanced?' I queried, hoping against hope that he'd agree out of courtesy even if he passed the item by entirely.

"But by this time he'd exchanged stoppers, which unfortunately were the same size, and like a genius at the moment of his first invention, gazed with mother love at the new combination, admiration fairly streaming from his eyes.

" 'Gee, but that's a knock out,' and with his eyes glued on his creation, he continued, 'Put down 300 dozen and leave me this sample and I'll be writing you a repeat for more before you get out of Santiago.'

"I could see his interest in the whole line ooze out as I failed to respond to his rhapsodies, and when I finally simply had to tell him that I couldn't take the order for his personal combination, it hurt me to think that I had queered myself no little amount by being connected with a firm that would not give me one hand free.

"To make a long story short he wanted the package so badly that I sent a \$25 cable at my own expense, mostly in code, only to get a one-word negative reply to my request.

"My reply was equally crisp, reading, 'I resign, letter follows,' and I paid the extra \$2 gladly to see the way it looked in plain English.

"That cable of mine 'saved my face,' as my Chinese friends put it, and enabled me to interest my friend in my other lines. In fact, in dollars and cents I broke even because he perhaps naturally felt that I was tossing away salary and commissions because my firm wouldn't please *him*, and it's human nature to treat any one right who digs down in his pocket to please you, and when that fails stands by you to the last ditch."

## II

### Qualifications of the Export Salesman

**S**UMMARIZING the expressed opinions of many men prominent in foreign trade as to the essential characteristics of an export salesman, I would give the following, in the order of their importance:

Honesty.

Courage.

Knowledge of the particular line represented.

The instincts of a gentleman.

Self-control.

It is evident that these are general terms. It is evident also that the essentials of "business sense" and a knowledge of the technique of foreign trade—necessary whether a man be a salesman or an export manager—are not considered here. There are many other qualifications which may be considered as contributing factors to the salesman's success, some of which, in special cases, may become essentials; but the manufacturer or exporter, in selecting his foreign salesmen, must look to it that he secures men with at least these five fundamental qualities, if he would have their work contribute to the permanent success of his business.



Let us analyze the qualities mentioned and see what bearing they have upon the salesman's success.

However efficient or otherwise well-qualified a man may be, if he is "not on the square" either with the trade or with his principal, this will out sooner or later, and the disastrous effects will be measured only by *Honesty* the degree of dishonesty of which he is guilty. If the traveler is a man of honor, this fact will not be long in impressing itself upon the minds of his customers, and it will in no small degree help to make up for other shortcomings. Loyalty is an essential to permanent success in salesmanship. Many a manufacturer and export manager can ruefully recount the unfortunate results of taking too much for granted in the men selected to represent the firm in foreign countries. It is an unfortunate fact that only too many loose-principled adventurers of engaging personality consider the foreign field as their legitimate territory.

Courage may be considered as including also self-confidence and persistency, without which little or nothing permanent can be accomplished in foreign trade development. The man faced by strange situations in a foreign country must have confidence in his own judgment; without confidence he will lack courage which alone will often *Courage*

save him in the eyes of a foreign people. He must be persistent; his courage must not be spasmodic. To hurl oneself at a task in the face of obstacles, only to relax under the pressure of discouragement, is not courage; neither is it success. The man in the foreign field will find his courage tested not only by the difficulties of his work, but many times by great personal discomfort and even physical peril.

Knowledge of line, the third of the essentials mentioned, is not given first place because no amount of expert knowledge and experience

*Knowledge  
of Line*

will compensate for the lack of the two foregoing qualities. A man possessed of all three can travel far on the road to success. Nor may knowledge of line always be considered as an initial qualification although it must be possessed before the traveler is prepared to set forth on his mission. In many instances, where technical training is not absolutely essential to salesmanship, the manufacturer or exporter may find it necessary to secure men possessing the other essentials and then, through his own organization, see to their training in the technique of his own line.

Many foreign trade men place "the instincts of a gentleman," as the first qualification, particularly when referring to Latin-America.



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### LANDING AT A SMALL SOUTH AMERICAN PORT

Passengers are hoisted from a small boat to the pier. The export salesman must be prepared to bear with equanimity similar discomforts while traveling in the less civilized parts of the globe.





Some of them even go so far as to say dogmatically that "he must be a gentleman." The term "gentleman" is an elastic one. For our purposes let us consider it as embracing integrity, consideration for others and reasonably careful attention to personal appearance and personal habits. Of course certain lines and certain circumstances will require a man of polish, education and exceptionally good address, but here we are dealing with the fundamental essentials. A man possessing the first three qualities of honesty, courage and knowledge of line cannot but command respect and attention if he can unite with these the instincts of a gentleman.

*The Instincts of  
a Gentleman*

Both in his business conduct and in his personal deportment the foreign trade representative must have self-control. In business he will encounter many vexatious delays, obstacles and disappointments, some of which he will be inclined to ascribe to the maliciousness or shortcomings of his prospective customers. To lose his self-control would, in most cases, merely result in closing every possible avenue to the business he seeks to secure, and possibly even engender hostility. It is not to be inferred that he may never under any circumstances give evidence of righteous indignation. Some few cases may occur when

*Self-Control*

this may be necessary after tact and diplomacy have been exhausted, but these cases will be rare. The foreign representative should be a man of self-control not only in his dealings with his trade, but in his personal deportment and in his associations. The man who drinks to excess, who is a habitual gambler and generally loose in his associations outside of business hours is bound in the long run to make a poor impression upon his trade and get into disfavor with the home office.

Not infrequently one hears it said that knowledge of a foreign language is an essential to the foreign salesman's training. In the

*Should the Salesman  
"Know the Language"?*

writer's opinion the statement is subject to considerable qualification. There

is a vast and populous field where the ability to speak another language than English is not required, for instance, Canada, British India, Straits Settlements, Oceania, South Africa, China and Japan. It is also a matter of common knowledge that many a successful pioneer trip for sales organization has been conducted in Latin-America by men who had little or no knowledge of Spanish, French or Portuguese. Such a trip may be successful for a principal or an executive officer of a company, thoroughly versed in knowledge of the business and possessed of an aptitude for general

market investigation. However, for actually promoting and maintaining business in a market where a foreign language is current, it will be necessary for the manufacturer or exporter sooner or later to have some one who has at least a good working knowledge of the language go over the field, and perhaps frequently revisit it or even reside in it. It is in view of this need for men trained in speaking a foreign tongue that the writer has chosen it, from among many other contributing factors to the salesman's success, for more extended treatment.

I remember very distinctly one Christmas Eve in Buenos Aires when, with my thoughts far away from Argentina, I was finishing an after-dinner cigar in the smoking-room of the Phœnix Hotel. Seated very close to me were two travelers from the "States." They were clean-cut, capable-looking young men, who, I later learned, were wide-awake, expert automobile salesmen. One of them remarked: "It's the confounded lingo that stumps me." The other replied: "Same here. I can't seem to get any further than 'please pass the butter.' I promised myself that I would study hard on the way down on the steamer, but you know how that is." "If I could only just manage to pull my expenses out of the trip," said the other, "I'd hustle back

to the States and you'd never see me in South America again." This is typical of many similar cases.

It is easy to draw a parallel. Imagine, for example, a Russian, an expert in his line, but able to speak not a word of our language, coming to this country, with a view to looking over the field and working up business for his company. What would be the result? If he did not perform the miracle that so many Russians do perform, that of acquiring a working knowledge of English with marvelous celerity, he would have to work through an interpreter or limit his efforts to those who speak his own language. On all sides he would be hearing and seeing things that would be utterly lost to him, and if he were to go to some of the smaller interior cities he might find himself in a most embarrassing situation.

Frequently merchants in Latin-America and in Europe have told with amusement of how they have "stalled-off" the American salesman or merchant who has sought to approach them speaking only English. The approach is everything in the effort to open business relations, but how can one hope to make a successful approach without a common medium of understanding? Working through interpreters is unsatisfactory at best, and especially so when arguments must be brought



to bear on goods involving technical knowledge.

The salesman, who expects to work in a foreign-language field, need not despair if he knows no language but English, provided always that he has the determination to master a foreign tongue. The opinion is fre-

*How to Acquire  
a Foreign Language*

quently expressed that a foreign language can be learned only by residence in the country where it is spoken. The writer is personally acquainted with a number of young men who have acquired a remarkably good command of Spanish and French without ever visiting any foreign country. The reverse is true that many men have spent years in a foreign country without learning the language which they have heard day after day.

Frequently I have been asked "How can I learn French?" or "How long will it take me to learn Spanish?" Let us take Spanish, for example. In the first place the student should get in touch with a teacher of the language. The teacher need not necessarily be a native, for there are many Americans and men and women of other nationalities with such a command of Spanish that they are well-qualified to teach it. If one is eager for quick results, class work is not the most desirable method of instruction; generally the more diligent stu-

dents are obliged to keep to the pace of the backward ones. At least two lessons a week of an hour's duration each should be undertaken. The proper choice of books, adherence to a systematic course of study with frequent reviews, and the constant oversight of a capable teacher will provide a working knowledge of a foreign language in a remarkably short time.

In general, the student should approach the task of mastering a foreign language seriously. The "purely conversational method" is apt to result in only a smattering knowledge. If the student aspire to fluency in speaking the language and style in writing it, he should apply himself to the study of the fundamental grammatical principles as well as of the conversational idioms.

Above all the student should avoid the "don't go near the water" policy. Too often a man with fair knowledge of a language will shun an opportunity to exercise it for fear of making himself ridiculous. This is a grave mistake. Fluency in the use of a language can be acquired only by practise. The student should embrace every reasonable opportunity for practise, taking the mental attitude that he should be given credit for the progress he has made, rather than that he should be criticized for his errors.

### III

#### Preparation for a Pioneer Trip

A PIONEER trip is largely one of investigation—an effort to obtain first hand information of the possibilities and limitations of certain foreign markets for special products or manufactures.

Before venturing on a trip, the traveler should acquire all of the information that he may find available at home. He will want to know for instance, about the relative commercial importance of the markets he is going to visit, both in a general sense and in relation to his particular line; what, if any, tariff restrictions may be in force against his goods; particulars as to traveler's taxes, if any; geographical conditions, routes and methods of travel and the effect of the varying seasons on his line of business.

*"Armchair"  
Investigation*

This preliminary study may be styled the "armchair" stage of the journey, and from it much valuable information may be gleaned. This effort, however, must not be too ambitious; something must be left for development in the field, where the local conditions of the moment often determine the salesman's plans.

For example, let us assume that a manufacturer of shoes is contemplating extending his trade to South America. It will be interesting for him to know something about the existing volume of business in the importation of shoes in these countries, and what part, if any, comes from the United States. Taking 1913 (the last normal year) as a basis for comparison, he will find in the statistical summary published by the Bureau of Foreign and Domestic Commerce the following figures:

*Gauging the Market*

EXPORTS OF BOOTS AND SHOES  
Twelve Months Ending December,

	1911	1912	1913
Argentina .....	\$394,510	\$434,304	\$896,908
Brazil .....	199,379	366,074	561,280
Other South America	487,285	652,459	599,986
Total .....	\$1,081,174	\$1,452,837	\$2,058,174

This is certainly illuminating. The traveler learns from it that a yearly increasing volume of business is being done by the United States. He also learns that over 70 per cent. of this South American trade is with Brazil and Argentina. It is fair to assume that Uruguay, situated between the two larger countries, will also contribute materially to the trade volume. Clearly this region on the east coast is the strategical point of attack. From the Bureau of Foreign and Domestic



Commerce he will be able to get the detailed figures of the other South American countries as well as additional information bearing directly on his line. He will learn, for example, that the duties on boots and shoes in the northern countries of South America—Venezuela and Colombia—are so high that they are practically prohibitive; he will find at the same time that there is much less difficulty in reaching the west coast markets of Chile, Bolivia, Peru and Ecuador. This advance information greatly simplifies the problem of mapping out his itinerary. Other data which he may get from the same sources will guide him in the preparation of samples and in planning other preliminary details.

As illustrating the value of a preliminary knowledge of the geography and conditions of travel in a foreign country the following story is pertinent.

A traveler connected with a large corporation manufacturing a line of printers' supply specialties was contemplating a trip to the northern part of South America, to Panama and some of the West Indian islands. The line had already been introduced on the Caribbean coast of Colombia and a visit was being made to New York by one of the Colombian dealers. His firm was located in Carta-

*Geography and  
Conditions of Travel*

gena and wanted the exclusive dealership for the entire republic of Colombia. Already it had made a good start with the line, and the manufacturers were inclined to grant the Colombian merchant's request for the whole territory.

The traveler had never been to Colombia; preparatory to his trip he was engaged in reading books on the country. He became im-

pressed with the extent of the territory, equal in area to that of California, Nevada, Washington and Oregon

combined, plus a good-sized portion of Utah. In all of this vast territory he found by his

reading that there were less than 600 miles of railroads. He learned that to get from the east coast to the capital at Bogotá required a trip of ten days, two weeks, or even longer, traveling most of the time by a river steamer.

In other words

### *Colombia an Example*



COLOMBIA

This country is one of many whose geography and travel conditions should be studied carefully by the export salesman.

to get from the port to this interior center of commerce and trade in Colombia would take him a longer time than it would to travel from Tallahassee, Florida, to Seattle, Washington, and back to San Francisco. He also learned that to get to the Pacific coast of Colombia it was quicker and easier to go back to Colon, cross the Isthmus and take a steamer out of Panama, than to attempt to get there by going through Colombia. In fact, he learned so much about the geography and travel conditions of the country that he became convinced that a concern on the Atlantic or Caribbean coast would be obliged to have exceptional connections in order to be able to cover the whole of Colombia. Instead of deferring his trip, he deferred his decision as to the exclusive dealership. When he reached Colombia he found that he would have to split the territory into four divisions, which he did. The result is that all four divisions are today producing good business, and the activity of each is contributing to the success of the others.

Another case of a somewhat different nature: A bright young traveler landed in Brazil in September, intending to work from there through Argentina. His line required him to get in touch with members of congress of the republics of Brazil, Uruguay and Ar-

*Suiting the Trip  
to the Seasons*

gentina. He was successful in Brazil. When he reached Buenos Aires, his principal objective point, it was toward the end of December, in the middle of the Argentine summer season. Most of the congressmen were away on business or on vacation. The salesman found that he was losing time, energy and patience. It was not practicable for him to go to Chile, so there was nothing else to do, but to go over to the hills in Uruguay and take a vacation. A more careful preliminary investigation at home would have shortened his expense account and increased his chance of success.

The determining factors in mapping out a route for an export salesman are:

The time to be devoted to the entire trip.

Approximate periods to be spent in important centers.

Specific matters requiring attention in the various territories.

Time elapsed since last visit.

Seasons best suited for business or travel.

It is a good plan to jot down first the approximate length of time that it is estimated will be necessary to devote to the chief commercial centers, and then to apportion the balance of time to the points of lesser importance. It is scarcely ever possible to de-



termine beforehand exactly how much time will be required at each point. For this reason, it is well to arrange the itinerary so as to give first the dates of arrival and departure for each point based on the estimated length of time required.

*Making Out  
the Itinerary*

Then in another column it is well to add an alternative date of arrival and departure so as to provide for unforeseen delays. In this way the home office will be able to judge very closely at all times as to when and where to direct mail or cablegrams. Under normal conditions of transportation, it is fairly easy to map out an itinerary from the schedules of sailings obtainable from steamship agents in New York.

Let us assume that a manufacturing concern has decided to send out a man on a pioneer trip of six or eight months to the principal markets of South America. How will it plan the trip? The "Exporters' Encyclopedia" and "Bullinger's Guide" will provide information as to steamship connections, although these may frequently have to be supplemented with data as to special connections obtained through consultation with steamship agents and from their published schedules. The following schedule will give an example of an approximate itinerary for such a trip:

*A Specimen  
Itinerary*

APPROXIMATE ITINERARY OF  
*Touching at the important centers and*

City	Arrive	Leave
New York		July 1
Rio de Janeiro, Brazil	July 19	July 30
São Paulo, Brazil	July 31	Aug. 5
Santos, Brazil	Aug. 5	Aug. 7
Rio Grande, Brazil	Aug. 12	Aug. 14
Porto Alegre, Brazil	Aug. 15	Aug. 19
Pelotas, Brazil	Aug. 20	Aug. 21
Rio Grande, Brazil	Aug. 21	Aug. 22
Montevideo, Uruguay	Aug. 25	Aug. 31
Buenos Aires, Argentina	Sept. 1	Sept. 15
Rosario, Argentina	Sept. 16	Sept. 18
Córdoba, Argentina	Sept. 19	Sept. 21
Buenos Aires, Argentina	Sept. 23	Sept. 25
Mendoza, Argentina	Sept. 26	Sept. 28
Valparaiso, Chile	Sept. 28	Oct. 2
Santiago, Chile	Oct. 2	Oct. 7
Valparaiso, Chile	Oct. 7	Oct. 8
Antofagasta, Chile	Oct. 11	Oct. 13
La Paz, Bolivia	Oct. 16	Oct. 21
Mollendo, Peru	Oct. 24	Oct. 24
Lima (Callao) Peru	Oct. 26	Nov. 2
Guayaquil, Ecuador	Nov. 7	Nov. 9
Quito, Ecuador	Nov. 10	Nov. 14
Guayaquil, Ecuador	Nov. 15	Nov. 16
Panama, Republic de Panama	Nov. 21	Nov. 26
Colon, Republic de Panama	Nov. 26	Nov. 28
Cartagena, Colombia	Dec. 2	Dec. 5
Barranquilla, Colombia	Dec. 7	Dec. 10
La Guaira, Venezuela	Dec. 14	Dec. 14
Caracas, Venezuela	Dec. 14	Dec. 19
La Guaira, Venezuela	Dec. 19	Dec. 19
San Juan, Porto Rico	Dec. 23	Dec. 28
New York	Jan. 2	

## A TRIP TO SOUTH AMERICA

*covering from seven to eight weeks*

## ALTERNATIVE

Arrive	Leave	Means of Travel
		Direct steamer
July 19	Aug. 2	Railroad
Aug. 3	Aug. 12	Railroad
Aug. 12	Aug. 14	Coasting steamer
Aug. 19	Aug. 21	Lake steamer
Aug. 22	Aug. 26	Lake steamer
Aug. 27	Aug. 28	Railroad
Aug. 28	Aug. 29	Coasting steamer
Sept. 1	Sept. 7	River steamer
Sept. 8	Sept. 22	Railroad
Sept. 23	Sept. 25	Railroad
Sept. 26	Sept. 28	Railroad
Sept. 30	Oct. 2	Railroad
Oct. 3	Oct. 6	Railroad
Oct. 6	Oct. 9	Railroad
Oct. 9	Oct. 14	Railroad
Oct. 14	Oct. 15	Steamer
Oct. 18	Oct. 20	Railroad
Oct. 23	Oct. 28	Railroad
Oct. 31	Oct. 31	Steamer
Nov. 2	Nov. 9	Steamer
Nov. 14	Nov. 16	Railroad
Nov. 17	Nov. 21	Railroad
Nov. 22	Nov. 23	Steamer
Nov. 28	Dec. 4	Railroad
Dec. 4	Dec. 6	Steamer
Dec. 10	Dec. 13	Railroad and river steamer
Dec. 15	Dec. 18	Steamer
Dec. 22	Dec. 22	Railroad
Dec. 22	Dec. 27	Railroad
Dec. 27	Dec. 27	Steamer
Dec. 31	Jan. 5	Steamer
Jan. 10		

Such a schedule represents nothing more than a skeleton trip. To cover the whole of South America or any other great geographical division with any degree of thoroughness, taking in most of the larger interior cities and spending sufficient time in each to get well acquainted with the trade, would require from two to three years. But much could be learned and accomplished by a qualified man in a pioneer trip of seven or eight months' duration, or even less time. Moreover, his efforts would form the basis for more detailed attention to be given later to the various countries visited by him.

Too much should not be expected of the "armchair" journey. Notwithstanding the considerable amount of information that can be gathered together by reading,

*Investigation*

*"on the Spot"*

correspondence and personal interviews with others familiar with the markets, there is always danger of forming ill-conceived or incomplete ideas as to countries, peoples and local practises. A great deal of overoptimistic literature has been put out under auspices of sufficient standing to give it a certain tone of authority, if not finality. Many articles and speeches have been given to the public by men of official or quasi-official status, and by others whose private or commercial obligations are of a character



that makes it difficult, if not impossible to tell the whole truth, so that they are inclined to indulge in unmerited praise, high-sounding generalities or amiably expressed evasions.

Even with the advantage of the very best information obtainable at long range, no man can reasonably expect by this means to acquire a sufficiently exact idea of a foreign market to know just what course to pursue in detail in the opening up and development of his own line in a foreign field.

Preliminary information obtained in this manner will guide in a general way, but the details must be worked out through closer contact with actual conditions. These he will be able to learn and measure in their true value on his visit to the field.

How often should a territory be revisited? That is a matter which seldom receives the timely and careful attention it merits. Very frequently the first trip amounts to little more than a mere introduction. Customers

*Frequency of Visits  
to Sales Territories*

are started through the missionary work of the traveler. They are in a fair way to complete "conversion." But it remains for the house to build upon the initial effort, instead of allowing opening connections to grow cold because the visit is too long deferred. In the early

stages of the business it would be better to err on the side of promptness in repeating the trip than to delay it too long. The experience gained on the first trip will fortify the house and the salesman with connections and experience to guide and assist them materially in succeeding efforts.

## IV

### Breaking into a Foreign Territory

THE initial test of a traveler's mettle will probably come when he is passing through his first custom house. There will be petty annoyances—requirements and practises that are unfamiliar and seemingly unnecessary. In the excitement of the ship's arrival and under the pressure created by the disembarking of passengers at a port that is limited in its facilities for handling traffic, there will be much to vex and irritate the modern American who is accustomed to see things move with the least possible waste of time and effort. The traveler will feel his temper and his indignation rising at a rapid rate.

*Passing the  
Customs*

That is just the time for him to take himself in hand. Let him go to some quiet corner, close his eyes and count one hundred backward, or recite to himself a few of his favorite lines from "Alice in Wonderland." By this time his mental attitude will be sufficiently restored to permit him to laugh at himself. If he can do this, he is safe. He may then go back to the customs official with a smile. He

is sure of his poise and dignity, and is saving his energy and humor for the more serious problems which he will surely encounter later.

Let us suppose that our traveler has passed through the custom house. His trunks are at the hotel. He is ready to begin his real campaign for business. It is five o'clock in the evening. It is too late to make business calls. What

*Sizing-up*

*Local Conditions*

shall he do? Buy a ticket for the theater or the "movies" and while away the evening at some amusement place? By no means! There is still daylight and the alert traveler will not waste it. One of the most practical moves under the circumstances is to take a walk through the business district and size up the place. He should carefully observe the names of the principal thoroughfares as he moves about, for he must quickly get his bearings. Whether he is seeking dealers, agents or customers he would do well to get at least an outside view of those concerns which he may have listed for calls in his note-book. As he passes along, his attention will be attracted by the establishments of other concerns in his line, and he will make a memorandum of these as he forms a mental estimate of their outward facilities for his business. These will become "prospects," to be looked up and visited or disposed of by the process of elimination.



The next morning, if he has not an important business call that requires immediate attention, it will be a good plan for the traveler to call on the American consul or the American commercial attaché. From these officers he will probably be able to get some valuable hints and information for his guidance, and perhaps even definite answers to his questions on local conditions.

Too great emphasis cannot be placed upon the importance of American consuls and commercial attachés as helpers in foreign trade. The American foreign traveler should make it a practise to get in touch with these officials as he enters a new territory. The consuls and commercial attachés are scouts on our firing line of foreign trade. Their facilities for assisting in the development of our trade are being constantly fostered and increased. The American traveler who, by reason of what he may consider his own superior experience or attainments, adopts a negligent attitude toward this branch of our organization for foreign trade advancement may be failing not alone in his duty to his house, but also in his duty of cooperating in the efforts that are being put forth by our government for the common good.

After compiling a list of the likely "prospects," the salesman will make use of such

letters of introduction as he may have to banks, commercial agencies and local residents or business men for the purpose of information on the credit and general standing of these houses. He will then rearrange his list in the order of the importance or the desirability of the "prospects," and is ready for his first call.

Fully 50 per cent. of the success of an effort in personal salesmanship depends upon the approach. Before the merits of any proposition may be exploited, the attention and sympathetic interest of the prospect must be engaged. It must be remembered that the prospect is in business for what he can get out of it for himself. He is therefore likely to be exacting in the requirement that any man who makes a demand upon his time shall impress him promptly with the thought that it may be worth while to give his attention to the man who seeks it.

*Approaching  
the Customer*

If there is one quality in which the uniformity of human nature manifests itself, it is the feeling of suspicion or of curiosity upon being approached by a stranger. The first task of the stranger is to disarm suspicion. This can probably be accomplished by the salesman best through the courteous approach. The "typical Yankee" may succeed with a breezy opening among his own people, but

this is a dangerous style of approach to use abroad. It is too likely to incur the resentment or suspicion that is naturally felt toward any one who seems too glib or too smooth, or who tries to be funny on short acquaintance. As a general rule, the courteous approach may be considered the safest method at the outset.

What constitutes the courteous approach? Personality enters largely into it—personal appearance and personal deportment. On the score of personal appearance it must be remembered that the underlying motive which is supposed to prompt the approach of a salesman to a prospect is that the former brings to the latter an opportunity of further prosperity; consequently the idea of prosperity should radiate from the salesman. He must be well-dressed and well-groomed; this also in a measure tends to disarm suspicion.

Then, he must gain the respect of the prospect in order to receive respectful attention. This depends largely upon the manner and address of the salesman. If his manner is polite, as well as dignified, and his words well-chosen, the possibility of rebuff should be slight. Without servility, a certain deference in the manner of approach, if accompanied by an air of prosperity and of dignity, will rarely fail in impressing the mind of the prospect.

The smile, the polite lifting of the hat, the courteous salutation, these are fundamentals in an effective approach. The stranger will be called upon quickly to explain his reasons for being within the bailiwick of his prospect. A neatly engraved card is helpful here. The card should have tone and dignity; nothing creates such a poor impression as an ordinary printed card.

Very frequently reference is made to the Latin-American tendency to procrastination—the putting off of things until “mañana.” This has been largely exaggerated. While it may be true that in Latin-America there is not the “hustling” tendency that exists in the United States, fairly large and successful businesses in all parts of the world require hard work and close application for their maintenance. The American traveler will do well not to try to rush matters too much; yet he will generally find that it is best to disregard the advice of some writers on Latin-America that the first call be merely one of courtesy, for the purpose of getting acquainted. When he is making a number of stops of short duration, the salesman will find it a good plan to get something started without loss of time. Many obstacles and delays will occur over which he will have no control. His first call may well have for its purpose not alone that of



getting acquainted, but of securing attention.

But almost simultaneously with securing attention the salesman will have to see to it that he engages the interest of his prospect.

What is most likely to accomplish

this? The prospect is in business for profit; let this idea guide the sales-

*Engaging His Interest*

man. He should promptly transmit the suggestion that he is able to become a part of the prospect's scheme for making profits. Some statement couched in deferential language but of a distinctly positive nature must quickly be made. These imaginary conversations are examples:

"Mr. Smith, I represent the X house of New York. Our specialty is high-class optical goods. Our line is noted not only for its specially high quality but for the fact that we put out goods at competing prices. I have a line of samples in which I am sure you will be interested, if you will be good enough to give me a few minutes of your time." Or,

"Mr. Fernandez, I have been very much interested in looking over your establishment. I see that you cater particularly to a high class of trade. I represent the High Quality Shoe Company, St. Louis. We make a specialty of high-grade shoes for women and children. If you would be good enough to look over my line of samples, I am sure you will

agree with me that we have a number of items which will interest you both in quality and in price. Just let me show you one item, for example—this is something in which we take particular pride,” etc.

These are merely suggestive of a principle. Some lines will permit of a definite plan of demonstration or presentation, a plan which a salesman will do well to learn by heart; but the approach, after all, though it may be governed to some extent by the principles mentioned, will also depend very largely upon various factors, such as the personality and temperaments of both the prospect and the prospector, the nature of the business and local atmosphere.

The salesman must be able to size up the situation and judge how far he will be able to proceed at the outset with his “line of talk” or demonstration.

Right here let it be said that it is fatal to try to push an interview too far on “mail day” in a foreign territory. In India a call on mail day amounts to a positive discourtesy, and this is largely so in many other parts of the world. But unfortunately the very steamer that brings the traveler is likely to be the one that is going to carry away the mail. As the boat usually remains in the harbor only a day or two, or even less, the

*Calling on  
Mail Day*

traveler must decide whether he is willing to risk an interview at a time when his prospective customer is hurrying to finish his mail in time to catch the steamer. In a long trip this will be a frequently recurring experience and the traveler can hardly afford to wait every time until his prospects are finished with their mail—that is, until the traveler's steamer is leaving port—before starting his round of calls. If he decides to call and the prospect intimates that he is busy with his mail, that is the time for the traveler to beat a hasty but well-ordered and polite retreat—with the remark that he called merely to pay his respects and make himself known, and that he will give himself the pleasure of coming in again later in the day, or tomorrow, as circumstances may warrant.

If the salesman is handling an article that is to be demonstrated, it is a good scheme to keep the catalog out of sight. Catalogs, after all, are but cold print, in which one automobile or one plow or one printing-press is likely to look much like any other in its line.

One of the most successful plow salesmen I ever knew was at the same time one of the queerest characters I ever met, and one who, on first impression, might also be considered utterly unsuited to work up foreign trade. He was a shrewd old chap, a regular "David

Harum" from up New York state. He was somewhat seedy in appearance, chewed tobacco, was partially deaf, halting in his speech, and spoke not a word of foreign language. This man, nevertheless, accomplished wonders in Spanish- and French-speaking territories. With English-speaking prospects, if only he could get an opportunity to tell them a few of his horse-swapping yarns, he could generally book them to the full extent of their purchasing powers in his line. His redeeming qualities were absolute integrity and sincerity; a kindly little sparkle in his eye; a positive knowledge of his business from A to Z; and an absolute lack of hesitation and fear.

*Demonstrations  
vs. Catalog*

He invariably left his catalog at the hotel, but a set of plows always accompanied him on his travels. His first duty on arrival at a city was to assemble the plows. Then he would cast about for a plot of land within the city limits, and a team of horses with which to demonstrate his line. He was aware of his own skill with both horses and plows; all he needed was a chance to exercise it. So his "line of talk," which he sometimes had to deliver through an interpreter, was directed to convince the prospect that the salesman had something special to demonstrate in the construction and use of plows. He generally



succeeded in interesting the prospect, though it usually cost both patience and persistency to get the prospect to visit the place where the samples were displayed and the demonstration made. His case serves as an example of the value of true vocational efficiency and hard work, linked up with patience and persistency.

Our salesman—the typical export salesman—in his travels abroad will have either a sample line or a catalog to show. If he can carry the sample, he should do so by all means, and get it into action as soon as possible. Then, if he knows his business, he will be able to engage real interest. If the samples be so varied that they must be left behind in a sample-room, the salesman should at least endeavor to bring one of his best sellers with which to engage attention, and then direct his efforts towards inducing his prospect to visit the sample-room to look over the entire line. If the salesman *must* sell from a catalog, it is a good plan to concentrate on a single point, and try to close a deal on that. Wandering all through the catalog is likely to bore the prospect and fails to get special attention upon any one article.

The first response of the prospect will probably be to point out what he considers the objectionable features of the sample or of the proposition submitted. This is a help to the

salesman, for if there are any "soft" points they should be brought out and cleared up or disposed of as quickly as possible. Then the field will be clear to emphasize the points of special merit.

*Meeting  
Objections*

One of the best salesmen that I ever knew followed this procedure. He was aware of certain points in his article that in an interview would invariably be called into question. They were not defects, but on first impression they seemed unfavorable. The salesman made it a practise to bring up these points immediately, thus disposing of them. Then he could proceed with his demonstration of the good qualities, and in this he was a past-master.

Many salesmen in competitive lines make the fatal error of offering something "as good as or better than" the goods of their chief competitor, mentioning the name. This is bad ethics and bad salesmanship. Nothing

*Things to Avoid in  
the Approach*

is surer to arouse distrust or antagonism. If it be a matter of meeting competition, the salesman must naturally be informed of the comparative merits of the articles of his chief competitors. It is perfectly legitimate for him to urge the merits of his own article which he knows or feels do not exist in that of his competitor. If the "prospect" insists upon mentioning names the salesman should resist

the temptation to advance unfavorable criticism. A safer and better course is to keep attention on his own product, by some such reply as: "Oh yes, the ——— product is a good one, but just let me show you a few things about our special," etc. If the prospect knows anything about the other line he will be the better able to appreciate the special points of merit the salesman brings to his attention.

The successful salesman will avoid being too argumentative and too technical. Long harangues on technical points are rarely interesting to any one, and are likely to weary the prospect. The salesman must credit the prospect with knowing something about his own line of business. The best procedure is to get the prospect actively engaged, put something in his hands, get him to feel, to touch, to try—if this is practicable. If the line is new to the prospect, let the salesman put himself in the customer's place. He is to remember always that what the prospect wants to know more than anything else is the possibility of profit. Therefore tell him how, and why, and what to expect; but do not take too much time in doing so. Be enthusiastic, but be both honest and sincere in your statements. Remember that there will be a day of reckoning. The salesman who merely makes a sale, and fails to lay

a firm foundation for future business, is not a sales organizer—he is just a peddler.

Above all, the salesman must know when to close his argument or demonstration, and when to pull out his order-book and jot something down with: “Now, you will require for a starter——.”

Many good men fail in salesmanship through inability to recognize the psychological moment for action for closing the sale.

*Closing the  
Order*

They are successful in the preliminaries; making the approach and securing attention and interest are but preliminaries after all. But the time comes to urge action—to take the risk of winning or losing in the closing of the deal. To put this off too long is sometimes a wearing-down process in which the strength of opening arguments and succeeding demonstrations becomes lost in side conversation and superfluous remarks and repetitions. The salesman must learn to recognize the crucial moment when he has his prospect's interest around to the point when arguments should give place to action—when the demonstration should give place to the order book.



## V

### Cooperating with the Dealer

**I**N starting the sale of a product abroad, it is not enough merely that the product possess special merit and that some desirable foreign house be secured to take on the line. If the export business is to reach the stage where repeat orders are the usual occurrence, the export salesman must consider it a part of his duty to assist the dealer-customers, both new and old, in making the public acquainted with the merits of his goods.

This is logical. Persistence and expert effort were required to convert the dealer. The retail buyer likewise must be converted, and the same forces must be brought into play here. Of course, this is largely the work of the dealer, but the exporter's representative should give him every possible assistance. Such assistance may involve advertising, the training of salesmen for the dealer, the establishment of a repair service or other expert service. What help may the salesman render in cooperating with the dealer?

Goods are rarely sold in the United States without advertising; no more can they be sold

abroad without advertising. Consequently the salesman to foreign markets should go equipped with some knowledge of publicity

*Assisting the Dealer  
with Advertising*

methods as adapted to his goods. These he should suggest to the foreign dealer. If his house permits an advertising allowance to the foreign representative, it will undoubtedly dictate a certain advertising policy to be followed; and the salesman will need to know how to cooperate here.

The salesman should be equipped with at least a moderate supply of catalogs and circulars, for use before the arrival of shipments to new customers. He should also carry electros and good advertising copy that may serve as a basis for advertisements in local papers abroad. Obviously his catalogs and advertising copy should be in the language of the people to whom he is appealing. If he is wide-awake to the matter of publicity, the export salesman will be on the constant lookout for special advertising opportunities abroad. So far as possible, he will give both his house and his customers the benefit of such observation and experience.

One of the most effective advertising methods for lines of comparatively small and inexpensive commodities is the distribution of samples. The indiscriminate handing out of

samples is to be avoided; it is not only a profitless expense, but it may tend to cheapen the article in the eyes of the public. When samples are provided by the manufacturer for distribution by a dealer it is found to be a good plan to commit the dealer to following selected lists of people likely to be interested, such as prominent doctors, builders, architects or other large consumers, according to the nature of the line.

*How Samples Are  
to Be Employed*

On the value of distributing samples as a means for creating demand a good story may be told. A certain line of grocers' and butchers' knives, manufactured in Germany, had gained great prominence in China. An Americansalesman had a better line from the United States at competing prices. With great difficulty he managed to persuade a house in China to take on a stock of about \$1,000 worth of these knives. No repeat orders came. The German knives were too well intrenched to be replaced. On the salesman's next visit, about a year later, the greater part of the stock still remained on the dealer's shelves. The salesman secured authority from his house to distribute them as samples. He made a round of visits in the larger centers and persuaded a number of consumers to take the knives as a gift and try them out under the promise that

they would order more and recommend the line if they found them to be as represented. It was not long before the dealers began to get inquiries and orders and the business became established on a satisfactory footing.

*Rendering  
Mechanical Service*      The mechanical product does not exist that sooner or later, through wear and tear, accident or negligence, will not require repairs and adjustments. This fact should be borne in mind by manufacturers of machinery or other mechanical products who are seeking to extend their business abroad. It is a good plan to have the export traveling salesman educated, so far as may be practicable, in the fundamentals of the assembling and adjusting of his product so that he may communicate as much of this knowledge as possible to some one connected with the new dealerships. This technical knowledge is valuable to the salesman also in that it qualifies him to make ordinary repairs and adjustments when necessary. Of course the salesman cannot afford to spend too much of his time on work of this character. If the work assumes any considerable volume, the manufacturer should consider the advisability of sending out mechanics or bringing men in from the foreign field for a special course of instruction at "the works."

The ultimate success of any comparatively





### TEACHING THE CHINESE TO SEW

The Singer Sewing Machine Company has established sewing schools in many parts of the world, in which the natives of the country are given instruction, not only in plain sewing, but in fancy embroidery sewing, as in this school.



new machine will nearly always depend very largely upon its proper assembling and installation and the facilities that exist for repairs or local instruction in its operation. Inquiries from the field regarding repairs or adjustments should always be given careful and courteous attention by the home office. They may seem trivial or even frivolous to the experts in the manufacturing plant, but they are matters of the gravest importance and frequently of extreme urgency to the novices in the foreign field. This point cannot be too strongly emphasized.

A few years ago a well-known American automobile house received a number of complaints from Dutch dealers in Java to the effect that the cars which the house was sending to the island "boiled" when "taking" the steep grades. The complaint was referred to the head of the "test" department, who reported that no such complaints from domestic dealers had been received, even in the hottest days of summer. But the men in charge of the export department were not satisfied, and so an expert was sent to the Dutch East Indies. In company with one of the principal Dutch agents he made a number of test trips, especially over the steep grades in the center of the island near the sultanates of Soerakarta and Djocjakarta. It was found that the complaints

were justified; the climatic conditions were such as to require a larger and better type of radiator. Immediately an offer was made by the firm to supply a new radiator to every owner who was willing to return his old one through the local agents. Needless to say the company today enjoys an enviably good reputation among the Dutch, Chinese and native owners of automobiles in Java.

Local salesmanship in many foreign countries, and more particularly throughout Latin-America, is more a matter of providing the customer with what he wants when he comes for it than of going out of the way to create the demand. Native salesmen who canvass in Latin-America generally base their appeal more on personal grounds than on the special merit or advantage of the goods to be sold. This is reflected even in the attitude of the peddlers. Foreign travelers will note in practically all Latin-American countries that the peddler who cries his wares along the streets or in the market, or up to the windows of the passing trains, never announces that he has "fine, large, ripe pineapples" or "fresh-laid eggs" or "fine cigars," or "fresh strawberries." His usual form of cry is: "I have pineapples"; or "Buy my strawberries."

Even the young man of education and



social connections who goes in for salesmanship in Latin-America generally counts more upon his friendships and social connections in helping him to sell his goods than upon his ability to impress one with their superiority or advantages. He thinks it is clever to walk into an office or a home and announce to his friend that he is going to send him around a piano, a talking-machine, or a sewing-machine, and then walk out deaf to any appeals for mercy. Frequently the prospect—or victim—(if a person of means) will feel that he simply has to help Carlos out; but more frequently he will find that he simply cannot do it, because he really does not need the article.

Whether it be in Latin-America or elsewhere, and whether it be a matter of selling goods over the counter, or going out along the highways and byways and “hustling” for trade, if the export salesman has induced the dealer to take up a line which is new to him, it will be a matter of responsibility with the salesman to assist the dealer or agent to get through at least the initial stages of salesmanship. Somebody in the house will have to be inspired with enthusiasm for the line, and taught how to order it, how to present it themselves, and to teach others to do the same thing.

The importance of this part of the work, especially when it involves the creating of a

demand for new brands in competitive lines, is being so thoroughly recognized by some American concerns that the export salesman's efforts in opening up business are seconded by a field salesman, an expert in the line, who follows the pioneer salesman, going through the new territories and starting the business with the retail trade or consumers. In many lines requiring special experience for their presentation—such as varnishes, lubricating oils and well-boring machinery—this method of breaking into new territories becomes almost indispensable. But when provision is not made for a field salesman, the breaking-in process must be undertaken as soon as possible and so far as practicable by the export salesman himself.

The export salesman should get behind the counter or out in the field with members of the selling staff of the foreign dealer, and teach

*How "The Best House" Assisted "The Best House"*

them the secrets of selling success in the line. If he is a first-class salesman, of good personality and address, he will start the business then and there, and give material evidence of its possibilities. He will go further than this. He will inculcate both in the members of the firm and in the employees of their house a feeling of pride and *esprit de corps* in being connected with both the "Best House" in their locality and the "Best House" in that

particular manufacturing line. Let us cite an incident to illustrate this point:

In a large interior city of South America one of the live sales organizers of a prominent American manufacturing concern had established his line with one of the best houses in that particular city. He cooperated with them in all the ways outlined in this chapter. Several years later he had occasion to return to this market, chiefly for the purpose of making a visit of courtesy and settling certain questions. He devoted himself particularly to promoting within this foreign house the organization spirit for which his own company at home was noted. As a last effort on the day that he was leaving town, instead of following the ordinary procedure of inviting the firm members to dinner that evening, and merely nodding to the sales staff on going out—he asked the head of the house to assemble his sales staff at the close of the day's business so that he might give them a little inspirational talk. This was something new in business in that particular community. The young men and the young women of the sales force gathered together with some fear and trepidation, mixed with awe and curiosity. The American gave an excellent talk in Spanish on the subject of the "Best House" and on fraternal feeling and pride of organization in business.

When the members of the staff came to bid him good-bye each felt that he was parting with a real friend. The definite results of this effort to help the buyer to sell was later amply reflected in orders from the "Best House" to the "Best House."



## VI

### Personal Relations with Fellow Travelers and Customers

**T**HE mental attitude and personal conduct of the traveler will have a material bearing upon his success or failure, and upon whether his travels will be a source of pleasure and profit to him or of constant annoyance and fancied grievances.

The traveler should consider himself in working harness from the moment his steamer leaves the dock, or his train pulls out of the station en route for a foreign territory. On board the steamer, particularly, the traveler should be careful about his associations and his personal deportment. The man who shows himself to be a gentleman will frequently be able to make personal acquaintances and friendships which may be invaluable to him in the foreign field. Here is where he will be called upon to exercise his faculties for judging human nature. It is not a good plan always to be governed by the impression one may form on first impulse in favor of or against fellow travelers. Sometimes first im-

*Making Acquaintances  
on Shipboard*

pressions are changed on closer observation. Many a traveler can recount how his associations on shipboard have enabled him to secure valuable preliminary information regarding local conditions in the countries he has been on the way to visit, and how on many occasions he has ultimately secured real assistance in his work through connections thus formed.

A seasoned traveler once remarked that in his opinion it would be good for the American trade if there could be a national board to pass upon the temperament and other qualifications of the men who travel abroad to represent our commerce. Such men carry with them a weighty responsibility, not alone for the favorable or unfavorable impressions they are able to create for the houses they represent, but they are in a position to contribute materially to the regard or lack of regard with which Americans as a whole are held in the esteem of foreign peoples. This is no exaggeration. Innumerable instances could be cited to illustrate this point. For example:

*How Courtesy Won  
the Day in Colombia*

When the Colombians were in their first burst of indignation over what they were pleased to term the "Panama Outrage," and when their irresponsibles were still shying stones at the American Legation in Bogotá, two Americans landed at the port of Carta-



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### STEAMBOATS ON THE LOWER MAGDALENA

The Magdalena River is the only artery for passenger and freight traffic from the Caribbean Sea to Bogota, the capital of Colombia.





gena. There they met a German traveler who tried to dissuade them from going into the country, and warned them that it was as much as their lives were worth to attempt to get to Bogotá. But they were not to be frightened off.

A few days later while they were waiting at a little inn at Calamar for the up-river steamer, they encountered a party of Colombians traveling their way, some of them men of prominence in business and official life. Without offering any affront to the Americans, the Colombians kept strictly to themselves in one part of the hotel, leaving the Americans quite alone. The Americans, who were clean-cut, gentlemanly chaps with a thorough command of Spanish, sized-up the situation and held a council of peace. They decided not to rush matters, but agreed that before the expiration of the nine or ten days which they would have to spend on the river steamer, they would gain the confidence and esteem of their Colombian traveling companions. In this they succeeded. Long before the boat reached La Dorada, nine days up the Magdalena, they were invariably saluted with cordiality by the Colombians by their first names, as "Don Juan" or "Don Guillermo," and were as much of the party as any Colombian in it.

Landing at La Dorada, the interest of the

Americans was attracted by a Colombian river gunboat moored to the shore. They decided that a visit to the gunboat would be a good way to kill time while waiting for the train which was to carry them beyond the rapids to the upper Magdalena. At the gangplank they were halted by a sentry who courteously informed them that his orders were to let no one come aboard without permission from the captain. So the Americans sent their cards to the captain, who very promptly appeared and welcomed them to the boat. Then they found, to their embarrassment, that they had interrupted a little luncheon party at which nearly all of their late traveling companions were guests. The party had already reached coffee and cognac, but they insisted upon making places for the Americans at the table. One of the Americans was seized with a happy inspiration; he arose, lifted his glass of cognac, and in a brief but neatly turned speech toasted the peace, happiness and prosperity of the Colombian Republic. It was quite unexpected. The effect was electrical. The Colombians sprang to their feet with exclamations of delight, and the captain, not to be outdone by the American's politeness, returned a toast to the United States, and there were embraces and hand-shakings all around.

The reputation of these Americans preceded

them to Bogotá, and they were amazed at the cordiality with which they were everywhere received. One of them had a commercial mission of some importance to fulfil; it was necessary for him to secure suitable representatives in Bogotá. He found one concern that appealed to him as particularly desirable. He learned that its financial reputation was *AI*, and that its standing was high both socially and in business. He was warned that the only objection was that the members of the firm were rabid anti-Americans, favoring European merchandise, and not likely to entertain an American business proposition. Nothing daunted, the young traveler sauntered out with his papers and his sample case. With his hat in his hand, and in his most polite manner, he approached one of the firm members and said in good Spanish: "I am here on a business mission, Sir. I know that you are business men, and am quite familiar with the excellent reputation of your house. I have a proposition to make, which, if you will do me the honor to listen to me, I believe you will find of interest."

*Politeness an Aid to  
Efficient Selling*

By this time the Colombian, at first inclined to be somewhat distant, was somewhat "thawed out," and replied: "I have no objection to hearing what you have to present."

The proposition was submitted, thoroughly considered and, a couple of days later, a contract and good-sized order were signed. Before the American left town he was invited by his new-found friends to one of the most exclusive social functions of the season, and to-day he counts these Colombians, not only among his most desirable and most reliable clients, but among his warm personal friends.

A great deal has been said and written about national prejudice working against Americans in various markets. Whenever this subject is

*So-called Anti-  
American Prejudice*

discussed among travelers of real experience, and with records for success in their lines, they unanimously agree that any such prejudices, where they do exist, extend only to individuals, entirely as the result of their own personal deportment or attitude.

The tendency to be brusque or too candid, which is characteristic of many Americans and frequently considered business-like in the home country, is apt to be misinterpreted as positive rudeness by foreigners, especially those of the Latin races. This tendency is to be guarded against. The man who is not naturally polite in his bearing, particularly toward his inferiors, will do well to take himself in hand and make a studied effort to acquire politeness. If he will try this on the



porters, the ticket sellers, the car conductors and other workaday peoples, he will find that it will gradually become a habit with him. It will smooth his course in his travels and in his business, and become both a pleasure and an asset to him.

The gentlemanly traveler from the United States will experience no difficulty on account of so-called anti-American prejudice wherever he goes, and if he is capable, and has the right line of goods to offer under competitive conditions, he will get his share of the business.

One of the stumbling blocks to the American traveler in Latin-America, as well as in India, is the supercilious attitude of patronage or self-assumed superiority which he sometimes affects. He seems to feel that it is lowering his standard to treat the natives, unless of high degree, as personal equals in business. Human nature is much the same the world over and will resent any suggestion of contempt, either direct or implied.

But not infrequently, the American loses his proper sense of civic pride and responsibility. The tendency is sometimes unfortunately evidenced by those travelers who, in their effort to curry favor, are craven enough to refer in terms of condemnation to their own government in its foreign policies. This has occurred

only too often in Mexico, Central and South America. The man who cannot contemplate both sides of a question in a manner which will uphold both his personal dignity and his national pride, had better refrain strictly from discussing international questions while abroad. Otherwise, instead of helping matters, he is but fanning the spark of suspicion and discontent; and is likely, in the long run, to incur the contempt of the foreigners to whom he would cater.

The personal element enters very largely into the development of foreign business the world over, whether it be in Europe, the Orient, in the British Colonies or in Latin-America. The export salesman abroad is operating a long distance from headquarters.

*The Salesman Is  
the "House"  
in the Field*

He is "the house" in the field and if he is a man of likable personality and efficiency in his line, and of that sympathetic disposition which engenders good feeling, he is bound to establish warm friendships among his customers, who will look upon him as the connecting link between themselves and "the house." Of course the interests of "the house" must be the salesman's first concern.

At the same time he must learn in his dealings to put himself in his customer's place and look to his customer's interests as carefully as

may be compatible with the welfare of the home concern. If he will do this, it will not fail of grateful and kindly appreciation, and his efforts will redound in favor of his house and of his own personal reputation. Such a practise will also make the road much smoother for him in his travels, so that on revisiting customers once started, he will come as a welcome guest rather than as a stranger. It is these ties of friendship, started in business and fostered by years of mutual helpfulness, that are one of the great compensations to the foreign salesman for the months and years spent away from home.

This phase of commercial life is important to the success of any concern engaged in foreign business. It is to be encouraged rather than condemned as a monopolizing tendency on the part of the salesman. Of course business correspondence should be directed to the house and not to the salesman, but the salesman is bound to receive many letters of semi-business and semi-personal nature, and these should be given the greatest attention. He will find it good policy to keep a careful list of friends abroad and to remember them with the season's greetings at Christmas and New Year's and with letters of condolence or congratulation as occasions in private and business life may require.

At times his friends in the foreign field will visit headquarters at home. The visits of customers from abroad to the headquarters of their foreign business connections are events in the lives of these men and must be treated with importance. If the salesman is not there to give them a cordial reception and courteous attention in a personal as well as a business way, he should provide for somebody at headquarters to do this. Above all, it is the importance of establishing these friendly ties that makes it necessary to look well to the matter of personality in selecting foreign traveling representatives.



## VII

### The Traveler's Reports and Working Equipment

**A**MERICAN exporters, and more especially the larger concerns, are accused of being careless in the execution of their export orders and in their dealings with foreign trade in general. There are many well-organized and well-conducted concerns which may be considered as exempt from this charge to a very considerable degree. But the foreign traveler is called upon again and again to sympathize with his customers or "prospects" who recount to him with indignation, if not contempt, the absurd blunders that have been committed by houses of sufficient experience in export trade to know better.

The writer is convinced that the cause of many of these blunders, especially in some of the larger manufacturing concerns is traceable to the frequent changes in the personnel of the clerks in the order and shipping departments. Too much is left to memory and not enough to established system. When a clerk, who has been doing certain work for any con-

*Export Customer's  
Record*

siderable time, suddenly leaves his position or is incapacitated, he carries a good deal of the system away with him in his mind. The vacation period in the United States seems to be the "open season" for blunders in connection with the handling of exports.

It is to guard against these results that all progressive concerns today are keeping complete records, in either card or loose-leaf form, of all the details essential to the business relations with each of the foreign customers. In the preceding Unit of the Course, we have considered the plan of keeping these records in the home office. How can the salesman assist in the compilation of this information? There is no better source of this data than the reports of the foreign salesman, especially those sent in during a "scouting" trip in a new territory.

Although each business presents a different problem and requires special items of information, frequently of a confidential nature, the following outline is suggested as furnishing the necessary general data that the salesman should send to his house.

#### SALESMAN'S REPORT ON CUSTOMER

Full name of agent, agents, company or partnership.

Trade name (if any).

Full street address.

Post-office box number (if any).

City.

Province, State or Department.

Country.

Branches at.

Subagents at.

Territory to be covered.

Date of contract.

Duration of contract.

Termination notice of contract.

Shipping instructions.

State whether:

Shipment is to be made with bill of lading  
in name of representatives.

Shipment is to be made with bill of lading  
"to order."

Shipment is to be made with bill of lading  
in the name of forwarding agent at  
port of entry. (It is important to se-  
cure the name of such agent as the  
documents not only go to him, but  
must be made out in his name.)

Shipment is to be consolidated with goods  
going forward from another concern.  
(For this purpose secure the names of  
other houses which the agent repre-  
sents.)

Shipment is to be made through a commis-  
sion house or forwarding agent.

Shipment is to be made by express.

Shipping marks and numbers.

Insurance. Yes or no.

For what per cent. above invoice value shall  
goods be insured?

If none, state why.

Consular declarations.

Full information regarding the exact declara-  
tions should be given, in whatever lan-  
guage necessary.

In view of the high tariff in many countries  
on advertising material, it is also desir-  
able to secure the proper declarations for  
the different kinds of advertising mate-  
rial that may be forwarded to the dealer;

such, for instance, as catalogs, folders, booklets, blotters, etc.

**Invoicing.**

Whether in dollars, pounds, francs, marks, etc.

Are invoices to be signed by a member of the firm making the shipments?

Is any special stamping or notation required on the invoice?

**Measurements and weights on invoices.**

Whether in feet, pounds, kilos, gallons, etc.

**Case markings.**

Stencil or brush?

Gross and net weights in pounds and kilos?

**Prices and discounts.**

**Special concessions.**

**Reimbursement.**

State whether:

By remittance with order.

By part remittance with order, balance on a sight or time draft sent with documents to bank.

By sight draft with documents attached.

By time draft with documents attached.

By part sight and part time drafts with documents attached.

Through a commission house.

By letter of credit or letter of authority in possession of the shipper.

By open account.

By instalments through a local bank, warehouse, or direct.

**NOTE:** It may be considered quite safe to send the documents to a bank at destination of goods with a draft for their value attached. In some cases, however, for example, Colombia and Santo Domingo, it is not possible to make out an "order" bill of lading. The shipper, therefore, has no protection unless the goods are consigned to a



bank or other concern well known to him, with instructions to release goods only upon payment of sight draft attached to the documents. In such cases, time drafts are valueless if any uncertainty exists.

**Advertising.**

State in what language to be printed.

Imprint on advertising material.

Advertising allowance—For newspaper, magazine, circular, poster, etc.

Language of correspondence.

Local price of article.

Duties.

If the export salesman will follow the custom of sending in reports of this character on separate loose sheets, with his orders and credit reports, it will be a simple matter to have them promptly incorporated in the export and shipping records. Of course, changes will occur from time to time, but nothing should be considered more important in the export department than to have these changes noted promptly on the record. If this practise is rigidly adhered to, blunders will become the exception rather than the rule.

The efficient and successful export salesman must necessarily be a good judge of credits, if he is to have any material part in the development of the business and is to be more than a caller on established trade. Even in the latter event, he should be able to gauge changing conditions so as to

*Credit  
Reports*

keep his firm or house advised of the standing of the trade. This will be referred to later, but here attention may be called to the necessity of the export salesman's rendering a separate report on each customer in his territory. Of course the report rendered on opening business is likely to be the most voluminous, containing such data as he has been able to obtain through the banks, local merchants and credit agencies. These credit reports will become an important part of the export department records.

An excellent way to put a traveler on the *qui vive* and at the same time provide records which are likely to be valuable to the house, is to require a report on each territory visited. Such a report would include information not only on the credit and standing of customers and local conditions and practises in the line represented, but also on the condition of the country. The report by the traveler on his first visit should contain a brief sketch of existing geographical, political and economic conditions. While this may seem a bit superfluous, if it serves no other good purpose it will at least tend to keep the traveler alive to what is going on about him. It will increase his knowledge of the possibilities and limitations of his territory, and the contributing causes for the fluctuation of business in his line.

The traveler will find it a good practise to

carry with him a copy of that part of the export record giving details as to organization, credit, prices, special concessions and other information regarding each customer with whom the house is already doing business in his

*Memoranda to Be  
Carried by Salesmen*

territory, and on whom he expects to call. It is not safe to trust the memory in these matters, and the traveler will frequently find it necessary to have this positive information at hand for his immediate guidance.

In the course of the correspondence of the foreign or export department numerous questions will arise, some of which will be left for discussion and settlement by the traveler with the customer on the ground. Correspondence will be started with prospective customers who have not been brought to the point of actual business relations. Careful memoranda of this correspondence should be carried by the traveler, arranged in geographical order so that they will automatically come up for attention on arrival at each new point. Some travelers, by means of careful memoranda of this sort, keep before them matters of personal interest, such as the death of a member of the local firm, or a marriage or illness affecting members of the firm. A kindly interest and timely reference to matters such as these, which are all-important in the lives of our

friends abroad, are frequently instrumental in paving the way to closer and more intimate relations of mutual helpfulness and esteem between the traveler and his trade.

Whether the "policy of the house" be to quote prices strictly F.O.B. factory, or F.O.B. port of shipment, or C.I.F. port of entry, it will

*Record of  
Freight Costs*

nevertheless be desirable for the traveler to go armed with memoranda to facilitate calculations either by himself or his customer as to landed cost at the ports of entry. With this object in view it would be well for him to carry, if possible, memoranda of the freight rates on his goods to the ports of entry along his route, including notations of the gross and net weights and cubic measurements of the goods when packed for export, marine insurance rates, etc. The bane of the commercial traveler is frequently the quotation of price F.O.B. factory, the factory frequently being located at some interior city, often quite unfamiliar to the prospective customer. There is a decided tendency on the part of foreign buyers to object to the payment of freight from an interior point in the country of origin to the port of embarkation. Where the "policy of the house" has been such as to require this payment, many travelers have found it a good plan to make their quotations F.O.B. port of embarkation by simply adding



the calculated freight to the invoice price. While this is practicable in some lines, it is not possible in others. If the F.O.B. factory quotation cannot be avoided, this fact must very clearly be understood by the customer, so as to obviate any possibility of future misunderstanding.

As mutually satisfactory relations in business depend largely upon the original agreement and subsequent close adherence to it, the traveler should make a careful note of all agreements, whether in the form of actual contracts or merely memoranda, and have them signed by his customers before leaving. These contracts or memoranda should be written in triplicate—one copy for the customer, one to be forwarded to the home office, and the other kept in the traveler's record of the trip. The traveler may frequently find it necessary to refer to his copy. It also safeguards against any miscarriage of mail, so that on his return to the home office he will have a complete record of all his proceedings.

*Contracts and  
Agreements*

In an agency or dealership agreement involving exclusive rights or legal responsibilities, it will be necessary to draw up a formal document in the form of a contract or agreement. There is a division of opinion among export manufacturers as to the advisability of

having these contracts recorded in due form in each country. This would invariably require the services of an attorney or notary to conform to the local legal practise, and would involve the traveler in considerable delay and expense. In many cases it would so complicate matters as to stand in the way sometimes of closing a deal which might be put through in less formal fashion. The question whether or not contracts or agreements shall be formally recorded is one we shall not pass upon here, except to say that it is not generally the practise in ordinary dealership or merchandising transactions. However, it is essential that careful note be made of all agreements, both for purposes of record and for impressing the customer with the importance and character of his privileges and obligations. These memoranda of agreements or contracts will, of course, vary according to the details of each particular business.

Few foreign travelers can afford to omit a typewriter as a part of their field equipment. In modern business a pen-written letter creates a bad impression. It is likely

*Portable  
Typewriter*

to be lacking in dignity, legibility and neatness. The traveler is none

the less a business man for the fact that his office is changing from place to place; if he is active and hardworking, he will find many

occasions when he must write letters without the facilities of a hotel or an office stenographer. He will have to prepare contracts, agreements, orders, specifications, besides his reports to the home office; and he should keep carbon copies of all of these papers as a part of his records. Many an hour aboard steamers or in the hotels can be spent to good advantage if the traveler is equipped with this useful auxiliary to business. Very good portable typewriters are obtainable for this purpose. In selecting a machine, the traveler will do well to place more importance upon facility of action and durability than merely upon the question of weight and size. He must be sure that he is getting a typewriter and not a toy.

Frequently in the course of his travels the salesman will gather from his fellow travelers or casual acquaintances interesting bits of information of commercial significance. These casual remarks are likely to be of importance

*Notes of Personal  
Interest*

to the traveler later, and they may be of a character to be of permanent interest to him. If he is the kind of man to take enjoyment and pleasure in noting strange and interesting things met with in his travels, it will add to the enjoyment of his trip to keep memoranda of these matters. A good scheme for meeting this double requirement is to carry a

number of small cheap memorandum books, such as will fit conveniently into a back pocket, using one part of the book for strictly business notes and the other for matters of personal interest. By using a new book for each country visited, it will be a simple matter to file these away, and they are likely to be a source of easy reference and permanent value and interest to the traveler.



## VIII

### Practical Traveling Hints

**T**HE consideration of personal comfort and personal appearance is an important one to the foreign commercial traveler.

One of the most extensively traveled men in the foreign trade of the United States, when asked by a young traveler what he should take on a long trip through South America, replied: "Do not place *Clothing and Baggage* too much value on the idea of traveling light. Take what you would require to be comfortable and to put up a good appearance during the four seasons in New York, excepting only the heavier clothing of the colder winter months, and adding an extra supply of light clothing—such as you would require for a long stay in Florida during the warm months." This may sound rather general, but it is good advice. It furnishes a safe rule on this point for an extensive trip to almost any part of the world starting out from and returning to the United States—making due allowances for extra tropical clothing if the tropics are to be the chief field of activity,

or for heavier clothing if the trip will extend into the colder countries.

South America, by reason of its varying climatic conditions, offers a good standard in determining the matter of clothing equipment. In most places in Colombia, Venezuela, north Brazil and Ecuador comfort will require the lightest tropical clothing. The theory that health requires the wearing of extremely light wool underwear in the tropics is erroneous. For almost all regions within ten or 15 degrees of the equator anything but the very lightest short-legged cotton underwear will be found insufferable by a man accustomed to a cold climate. Places situated at an altitude above 4,000 feet are exceptions to this rule, and a traveler on a steamer going southward in the cold Humboldt current a day and a half after leaving Panama will feel the cold. For these climatic conditions full-length underwear of medium weight cotton or light wool will be required by most people. Above 6,000 feet in Colombia and Ecuador, right along the equator, not only medium weight underwear, but a cloth suit of clothes of medium weight will be required for day wear plus a light overcoat for night. This assortment of clothing will be required south of Rio de Janeiro on the Atlantic coast, if the traveler is to be there in the



HOTEL  
MORAZAN,  
AMAPALA,  
HONDURAS



HOTEL  
PLAZA,  
BUENOS  
AIRES,  
ARGENTINA

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### A CONTRAST IN TYPES OF HOTELS ABROAD

The export salesman will encounter both kinds in his foreign trips, and must be prepared for both.





cold months from May to August, and in the warm months corresponding to the northern winter.

Some travelers carry a number of white linen suits to wear in the tropics. These are an essential for India, where they can be obtained much cheaper than in New York, and where laundry expense is low. For the tropics of the Western Hemisphere the cotton "Palm Beach" suit is recommended. It is dressy and cool and will stand more wear than white linen before the laundry claims it. For a trip in the tropics of three to six months' duration, a traveler should be provided with at least three of these suits. Shirts should be of the lightest cotton negligee with soft cuffs. Most travelers will find it necessary to carry a presentable suit of dark material for semi-dress occasions. Few men can afford to be without dinner jackets, and not infrequently social intercourse will require evening dress. Without these "requirements of civilization" a man is likely to be placed in a most embarrassing position just at the wrong time. In Latin-America especially, great importance is attached to the matter of dress among the well-to-do classes, and a properly equipped traveling man should be ready to meet any emergency.

As to trunks, a strongly constructed 26" fiber steamer trunk, of regulation height, is

*Steamer and  
Sample Trunks*

the most satisfactory. For a long trip requiring a considerable outfit of clothing, it may be necessary to carry an additional small steamer trunk. The two should be kept packed so that clothing and other equipment required for immediate use are always at hand. In addition, a good-sized grip will also be found convenient, so that on short relays of the journey a man may "live" entirely from his grip. This will also be useful for short side-trips, when trunks are left behind to be picked up later. Sample trunks will have to be selected according to the needs of the particular business. Each trunk should be plainly marked on the ends or sides with the initial of the traveler, or, where a number of sample trunks are carried, they should be marked both with the initial or a shipping mark and consecutive



The export traveler's trunks should be so marked as to facilitate identification.

numbers. A three- or four-inch band painted around the trunk in some distinguishing color will facilitate identifying the traveler's baggage, especially when dealing with the ignorant coolies.

To avoid vexatious delays and expense, a foreign salesman should carry with him detailed "invoices" of his samples. These invoices should be made up with as much care as though they referred to an actual shipment; they should specify quantities, description, materials, gross and net weights in pounds and kilos, and the values at which they would be sold to the trade. It is a good plan to carry at least two copies for each country visited, and have them certified by the respective consuls of the countries included in the itinerary. The traveler will find these invaluable, if not indispensable, to facilitate passing his samples through the customs. In some countries it will be necessary to employ a customs broker. It will be well for the traveler to secure information from the Bureau of Foreign and Domestic Commerce as to the treatment of samples in the different countries of his itinerary, whether or not duties are imposed, and what provision, if any, is made for refund of duties.

*"Invoices"  
of Samples*

As the passport is a requisite in many countries the traveler should determine in advance what passports are necessary and if required have them certified at the point of departure by the respective consuls of the foreign countries.

*Passports, Funds,  
Traveler's Taxes*

The most satisfactory manner of carrying funds is by letters of credit from a high-class bank with extensive foreign connections. Previous to the European War the most acceptable letters in foreign territories were those issued by the great London banks. Even the letters of credit obtained through banks in New York were generally drawn on these London banks. This situation has been somewhat modified in South America by changing financial conditions, and through the establishment there of branches of American banks. The character of the letter of credit should be determined at the time of departure with the advice of one of the larger home banks having foreign connections.

A great many countries impose taxes on commercial travelers. These, if actually assessed, may run into large amounts. In Argentina, for example, a tax is imposed by each state, or "department," and the total amount of the taxes thus incurred by a salesman traveling through that republic would be likely to eat up the profits of a trip, and perhaps leave a bad deficit. In British India there is no traveler's tax; but in South Africa, Australia and New Zealand it exists and is rigidly enforced. It is also provided by law, though not rigidly enforced, in most of the South and Central American republics. The reason urged in



justification of this direct tax is that inasmuch as taxes are paid by all local merchants, it is no more than proper that taxes should be paid by the foreigner who comes in to share in the business of the country. In some instances, however, this tax is the result of influence exerted by the large importing concerns that supply the interior trade from the ports; naturally they wish to discourage the competition of foreign salesmen.

Travelers generally find it possible to avoid this tax by making connections with some merchant at the port of entry to whom they carry letters of introduction, or who already has a status with their home concerns as "local agent." It is then possible for the traveler to visit the interior trade under the auspices of this agent. While the traveler's tax need not be necessarily a deterring factor, it is nevertheless one to be guarded against or reckoned with when occasion arises.

It is unfortunately true that letters of introduction are sometimes given in a casual fashion, addressed to persons of but slight acquaintance with the writers of the letters. Such letters are of little value. But if a man embarking on his first trip or on a repeat visit to a foreign territory can secure real letters of introduction to merchants or other persons of good standing

*Letters of  
Introduction*



and influence, he will likely find occasions when these letters are valuable helpers in smoothing over difficulties or opening up the way to needed information. Letters of introduction to banking houses are always valuable and houses in good standing can easily obtain these through the medium of their bankers.

It is assumed that good health will be held as an absolute requirement in any man aspiring to serve as an export traveler. Moreover the

*Health  
Precautions*

traveler should make provision for safeguarding his health while abroad and be prepared for emergencies.

Before starting on a long trip he should consult the dentist. Place should be given in the traveler's trunk to a small package, no larger than a cigar box, in which to carry simple home remedies, including a bottle of antiseptic, a healing salve and a roll of gauze bandage. The fact that few travelers take the trouble or have the foresight to carry these emergency outfits has enabled the writer, on numerous occasions, to help a friend in need.

Two great menaces to the traveling man's health, particularly in tropical countries, are cocktails and the local water supply. The habit of frequent indulgence in cocktails or whisky is a very common one among Ameri-

cans, Britishers and other foreigners residing in the tropics, and this has spread to some degree among the natives themselves. Though it is sometimes difficult, the traveling man who really desires to safeguard his health will do well to avoid liquors. As to the water, frequent changes of drinking water are likely to upset the most well-behaved stomach, while in many cases to take the local water is tempting Fate. The item for reputable bottled waters may mount up considerably in the expense account, but this may well be considered a legitimate and unavoidable expense.

Discretion and moderation should be exercised in eating fruits. Many experienced travelers in the tropics will not touch raw vegetables.

A cake of carbolic soap suitable for the bath is a good thing to have for occasional use in those countries where the bubonic plague is epidemic. Except under extreme conditions the export traveler need have no fear of the plague, which is usually confined to the lower classes living under unhygienic conditions. Reasonably careful habits as to diet and as to indulgence in alcoholic beverages and the use of local drinking waters will keep the traveler quite immune from cholera, typhoid and dysentery.

In India a common source of trouble to new-

comers is internal chills caused by exposure to sudden drafts after becoming overheated. As a precaution some Europeans wear about their waists woolen protectors known as "cholera belts."

Fortunately, yellow fever has been stamped out in many places where not long ago it was prevalent. It has been determined beyond a doubt that this fever is communicated by the *stegomyia* mosquito. In countries where yellow fever is still endemic the traveler should sleep under a tight mosquito netting. In most hotels these are provided, but it is well to go prepared for an emergency by carrying a mosquito netting so arranged that it can be quickly hung into place over a bed or cot. This is also advisable in countries where malaria is prevalent, as this disease is also transmitted by mosquitoes. The taking of three to five grains of quinine every four or five days will usually safeguard the traveler when in bad malaria districts.

## IX

### Some Problems of Sales Policy

ONE of the common difficulties that the traveler encounters after he has secured the attention, engaged the interest and perhaps even worked up a certain degree of enthusiasm on the part of the prospect is presented when the prospect says:

“Well, if you care to ship me —— on consignment, I am willing to give the line a trial.”

Very little salesmanship is required to induce a man to take goods on consignment. No risk of capital is involved. All that the merchant has to do is to give *Shipping on Consignment* space in his warerooms to the goods. Generally that is all he is offering to do when he makes this proposition.

Most salesmen are agreed that consignments in foreign trade are an unsatisfactory means of promoting business and are to be avoided. They lack the compelling influence of invested capital and the necessity for making a quick turnover. Not that consignments are to be absolutely ruled out, but it is well to consider them only as a last resort—and then only under

specific conditions that will tie the prospect to responsibility for at least the freight and duties, and to a definite plan of selling effort and propaganda.

So the salesman will have to go prepared for this counter attack, and be forearmed with convincing arguments and evidence to support his contention that the prospect may well afford to employ his capital in carrying the salesman's line.

The next barrier with which the salesman will be confronted is the question of credit. For this he will also need to be prepared in advance.

His house will probably have some definite policy to which he may have to adhere. Care must be taken that this policy does not constitute an absolutely insurmountable barrier to foreign business.

Some lines of specialties, covered by exclusive patents and carrying with them certain exclusive selling rights, permit of some degree of rigidity in the credit policy of the house; but even under such circumstances this policy must not be so restrictive as to hamper seriously the development of the business.

When it comes to strictly competitive lines, the question of credit will have to be carefully reckoned with. Here is where the salesman will be called upon not only to do his utmost in



presenting the special merits and advantages of his line, but he will have to exercise his keenest faculties for investigation both as to the credit customs of his trade and the credit possibilities or limitations of the concerns he is soliciting.

*Rigid or Elastic  
Credit Policy*

No man is worthy of the mission of foreign salesmanship until he is capable not only of responding to these requirements, and of advising his house accordingly, but of exercising due discretion in actually committing his house as to the extent of credit and form of reimbursement.

The salesman who aims to secure the confidence of his trade will be careful not to allow his anxiety to make a selling record run away with his discretion. Overselling is quite as bad as underselling, especially in a comparatively new or untried line. Only too frequently when the salesman is congratulating himself upon having landed a "whale of an order" the reaction is already setting in. In the quiet of his office or in his home, away from the "magnetic influence" of the salesman, and frequently influenced by the ominous forebodings of his partner, his wife or a "kind" friend, the foreign merchant is indulging in serious retrospection. This sometimes results in a countermand when the salesman is already en route for other worlds to con-

*Dangers in  
Overselling*

quer. Furthermore, nothing is so conducive to price cutting as dead stock piled up on the shelves. This is bad business, and likely to injure seriously the reputation of an article in any market.

The salesman who is able to secure the confidence of a prospect to the point of being given carte blanche to make up a trial order, should not abuse that confidence. His experience in his own line should enable him to judge what would be a good start. He should give his customer the benefit of that experience, and then direct his attention to such methods and means as he is able to suggest for assisting the buyer to move the new stock as quickly as possible, and thus open the way for further business.

Every manufacturer cannot afford to have his own traveling man in the foreign field. An arrangement is sometimes made to have one

*Travelers for  
Joint Account*      traveler represent several concerns, each contributing its proportionate share to the expenses of the trip.

This arrangement may be very satisfactory for a few kindred lines which would not require the traveler to scatter his efforts too greatly; but it is difficult to understand how a traveler could do justice to any one of several lines of widely different character, particularly when they include specialties, the successful

promotion of which depends upon more or less intimate knowledge of the line. Imagine, for instance, a man trying to make selling connections abroad for an automobile, a line of plows, cheap jewelry, musical instruments, perfumery. Any man who has had any real experience in the foreign field can testify to the folly of such an experiment. If it takes a man in a good sized commercial center from ten days to two or three weeks to do reasonable justice to a single line with which he is quite familiar, what can be expected of a salesman overloaded with an assortment of varied lines in none of which he is a qualified expert?

The first visit of an executive representative or of an export salesman to a foreign territory should be regarded as a scouting or pioneer trip of investigation. Of course every reasonable effort should be made to *Expense Accounts* establish connections and to do actual business, but in casting up the profit and loss account of the trip a considerable part of the expenditure might be regarded as chargeable to "capital expense." This class of expense is technically considered the same as investment in plant and equipment and other permanent assets. Surely it is a permanent asset to the business to be able to secure first-hand information of the possibilities and limitations of foreign markets. It is unquestionably a perma-

ment asset to make definite connections abroad both for the present and for the future, regardless of the volume of actual business put through in the opening effort.

Some concerns follow the practise of allowing their traveling salesmen a fixed amount per diem for all travelling expenses. Others credit the salesman with his expenses according to accounts rendered. Some houses require these accounts to be in absolute detail without any allowance for incidentals, while others go to the extreme of requiring a voucher for every item.

The practise of allowing a fixed amount per diem recommends itself to very few export men as a practicable one, for the reason that it is impossible to reduce all expenses to an average per diem basis that will not either run beyond the mark or, more likely, fall below requirements. The matter of expenses is one that is subject to great fluctuation, depending upon the territory covered, the nature of the business and the character of the foreign traveler. The cheapest man is by no means always the best. A fixed "per diem," if liberal enough, might be well with some men—men of character who from pride of profession and loyalty to the house would regulate their expenses according to the needs of the business and the interests of the house, living properly



and doing such entertaining as the personal equation might require. Such men would not consider the economies they could make in their expenses as a part of their compensation, and would not live in such a frugal manner as to defeat the purposes of their trip and materially curtail their usefulness.

Not long ago, in a conference on foreign trade, a gentleman recently returned from South America was asked what he considered a fair per diem allowance for covering all traveling expenses from Rio southward. He was a man well past middle age, of quiet temperament, moderately well-dressed, speaking no foreign language; the sort of man who might be expected to go the round of his business calls quietly and retire early to his room to read the home newspapers. He said that in his opinion \$10 a day would be ample. Beside him sat an alert, active young engineer representing a manufacturing concern with extensive connections abroad. He was the sort of man who would fit in anywhere—in the camp or at a ceremonial function. He was a world-wide traveler with much experience in putting through big business. He was asked if he agreed to the estimate of \$10 a day. He replied that under certain circumstances it might do, but that he would prefer to place it at between \$10 and \$20 a day, depending on



the nature of the business and all the circumstances connected with the representative and his mission. And so it goes. The most that any house can do is to require a detailed expense account which should not be passed upon by an accountant, but rather by some one with experience in the selling activities of the business and in the problems and conditions to be encountered in the foreign field.

The traveler will have to take his expense account very seriously, or he will run the risk of injuring his reputation or coming out short

*Expense Account Should  
Be Kept Carefully*

in his finances. It is impracticable to note every expenditure the moment it is made; this can hardly be done except for large items such as transportation and hotel bills. Some travelers find it a good plan to reserve a section in their pocket memorandum books for expenses, and at the end of the day or the following morning jot down each expense in its order. Some follow the practise of checking up regularly the amount of cash they are carrying and striking a balance. Drafts against a letter of credit or moneys received from dealers or customers, when it is the practise to use these collections for expenses, should be promptly noted to the debit of the account in the memorandum book and later transferred to the formal cash account, which is rendered

monthly or bi-monthly to the home office. Collections from dealers or branch houses should be reported immediately to the home office without waiting for the rendering of the expense account. The salesman will safeguard both his own interests and those of his house by keeping a careful watch over his expense account.

The fluctuations in exchange will sometimes cause a traveler to look sharply to his account. Unless he keeps informed on these variations he will lose when exchange goes against him, or he will make an undue profit if he does not properly credit "the house" when the fluctuation is in the other direction. For example, let us assume that a man arrived in Guatemala when exchange was at 2500 or 25 pesos to the American dollar. He drew United States currency on his letter of credit which he converted to Guatemalan currency from time to time as his needs required. If the current rate remained at 2500, in converting his expenses listed in Guatemalan currency to American currency he would naturally do so at the same rate on which he received his cash; but if the rate kept changing, as it was doing for a time shortly after the war, several rates would have to appear in his records and a page of his account of expenditures would look something like the following:

		Guatemalan Currency	American Currency
	Totals brought forward,	\$640.10	\$1,124.60
Sept. 10,	Detail	24.00	
11,	"	24.00	
	"	9.00	
	"	25.00	
12,	"	12.00	
13,	"	4.00	
	"	18.00	
14,	"	24.00	
	"	14.00	
15,	"	24.00	
16,	"	24.00	
	Hotel:		
	11 days at \$2.50 U. S.		27.50
	Extras,		.50
	Detail,	30.00	
	Cartage of baggage,	8.00	
	Ticket to Puerto Barrios,	196.00	
	Excess baggage,	76.80	
		<u>\$1,152.90</u>	
Sept. Exchange:	U. S. Ccy.		
— to — 800	pesos at 25=	\$32.00	
— to — 352.90	pesos at 30=	11.76	
			<u>43.76</u>
			\$1,196.36

There is no standard on which to calculate the export salesman's compensation. This again will depend very largely on the character of the business and of the

### *Compensation of Export Salesmen*

men required for its promotion. The only thing that provides a basis on which an estimate can be based is the cost of maintaining a qualified traveling salesman or sales organizer in the home territory.

Add to this something for knowledge of languages, foreign trade conditions, credits and other special qualifications, and extra compensation for going into a certain degree of exile and submitting to many discomforts and even peril. Then the manufacturer or exporter may be able to arrive at some sort of standard. In the home territory it may be possible to regulate salesmen's compensation largely on a commission basis. This may also be possible in the foreign field, but it is not likely to be the case for pioneer scouting trips in which much time and attention is given to gauging conditions and sounding the market.

Remember that the export salesman is human. To the stay-at-home it may appear very delightful to be able to get away from the monotony and grind of office routine, to sail the seas in luxurious steamers, to visit foreign lands which appeal to the imagination. Travel abroad, like travel at home, is an engaging pastime for a vacation trip, and it is not without its attractions in the early stages of employment as a commercial traveler. But notwithstanding the opportunities for education and broadening influences, the life of the foreign commercial traveler is very far from being a constant vacation. There is probably no field of employment for men of education and culture which in the long run calls for greater



sacrifices and greater discomfort and danger. The traveler is obliged to give up home ties, home associations and other joys which come with fixed residence. He becomes to a large extent "a man without a country." A cable or letter of congratulations here and there on the successful culmination of some effort of sales organization comes like a tonic to the salesman abroad. When it is forgotten and his reports and orders treated in a cold routine fashion, he feels like an exile indeed.

It is unwise to keep any man too constantly following the route of a foreign territory without reasonable opportunity for renewing home ties both in the business and the personal sides of his life. The best possible plan that can be followed, where practicable, is to have him alternate between service in the home office and in the foreign field, with the prospect of some day being selected for one of the executive positions in the management of the business. In this way he is not only able to look forward to residence at home and respite from the hardships of constant foreign travel, but he takes greater interest in the latest developments of his business and in turn is able to contribute at home some of the benefits of his experience in the field.

In addition to a fixed salary, there should be a contingent compensation for the foreign

salesman, such as a bonus or percentage on the total volume of the business of his territory in a given period. This is certain to have a stimulating effect. In his work of organization, the salesman under such an arrangement of compensation would naturally be the more inclined to do his very utmost, not only in the establishment of business connections and opening sales, but in keeping every customer within his territory up to the highest possible mark in sales and in loyalty to the house.

If there is any field of employment in which the cheap man is to be avoided, it is in that of foreign salesmanship. Foreign selling not only calls for special qualifications and personality, but the outlay for traveling expenses is so considerable that the manufacturer and exporter may well see to it that this investment is placed on a man worth while.

### SUGGESTIONS AS TO FURTHER READING

In his book on *Selling Latin America*, W. E. Aughinbaugh has treated at considerable length the question of export salesmanship in the Latin-American markets. Parts of *Practical Exporting* by B. O. Hough and of *Exporting to Latin-America* by E. B. Filsinger are also suggested as worth the attention of the prospective export salesman.

Among various magazine articles bearing more or less directly on the subject, those appearing in the following magazine numbers will be found of value: *System*, June, November, December, 1914; May, 1915; *World's Work*, September, 1915.

## QUIZ QUESTIONS

## I

1. Name the four selling weapons in the order of their effectiveness.
2. Should a salesman be sent out to do pioneer work?
3. Compare methods of getting business in St. Louis with methods in Buenos Aires.
4. Explain what is meant when it is said: "In foreign trade the salesman is more than a peddler of a manufacturer's commodities; he is the manufacturer's commercial attaché."
5. Give an example of how the home house can back up the salesman.

## II

6. Name the five essential characteristics of an export salesman in the order of their importance.
7. What are three qualities, embraced by the term "gentleman," that will stand the export salesman in good stead abroad?
8. In what seven export markets outside of Europe, is English the only language required of the export salesman?
9. What are the disadvantages of class work and the "purely conversational method" in learning a foreign language?

## III

10. Name six branches of information about a foreign country that may suitably be made the subject of "arm-chair" investigation by the traveler before he leaves for the export field.
11. What three important facts were learned by the manufacturer who gauged the market for boots and shoes in South America?
12. Explain why Colombia is deserving of study geographically before a sole agency is given for the entire country.



13. What are the five determining factors in mapping out a route for an export salesman?

14. In the itinerary given on pages 30-31, why are Rio Grande and Buenos Aires, among others, visited twice?

#### IV

15. How can the salesman well avail himself of any spare time he has when first landing in a foreign city?

16. What two characteristics are essential to "the courteous approach"?

17. Give an example of how the salesman may engage the interest of his prospect.

18. Why is it difficult to do business during stops on an extensive journey?

19. What rule should be followed regarding the use of samples and catalogs?

20. Is it a wise procedure to emphasize the bad points of a competitive product?

21. Explain why it is important to know when to close an order.

#### V

22. How may the salesman assist the foreign customer with advertising?

23. What are the dangers and what the advantages of employing samples for advertising purposes in the foreign field?

24. Give an example of the value of rendering mechanical service to foreign customers.

25. How does South American native salesmanship differ from salesmanship in the United States?

#### VI

26. Give an example of how the export salesman can contribute to the regard, or lack of regard, with which Americans as a whole are held in the esteem of foreign peoples.

27. What is the likelihood of the traveler meeting with anti-American prejudice in his travels?

28. Why may the traveler be termed "The House in the Field"? What added responsibility does this entail?

29. Explain the ways in which the relations between the traveler and the foreign customers should take on a personal as well as a business nature.

## VII

30. How many items can you recall from the list of information which the salesman should return to his principals regarding each of his new customers?

31. Mention some of the things that should be included by a salesman in his report on a territory.

32. Why is a record of freight costs often of very great importance?

33. How many copies of a contract should be written, and to whom should they go?

34. What is the advantage of carrying a portable typewriter?

35. Outline a good scheme for keeping different kinds of notes during a trip.

## VIII

36. State a good rule for deciding the amount of clothing to be taken along on a trip.

37. What is the most satisfactory sort of trunk to take? How should trunks be marked?

38. Why are invoices of samples necessary?

39. What is the most satisfactory method of carrying funds?

40. How may a traveler avoid the traveler's tax in many instances?

41. What sort of letters of introduction are to be recommended?

42. What health precautions should be taken by the traveler both before and during his trip?

43. Is there any danger of a traveler getting the plague under ordinary conditions?

## IX

44. If a traveler has to resort to "shipments on consignment" in what ways can he insure some interest and action from the customer?

45. Should a house dictate a rigid credit policy for the salesman?

46. Why is overselling bad business?

47. What principle should govern the choice of lines for a joint salesman?

48. Why does a "per diem" basis for the salesman's expenses seldom conform to the needs of the various situations he meets?

49. Explain in detail how fluctuations in exchange affect the traveler's expense account.

50. What future should be placed before the salesman who is sent to foreign fields?











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